



IT Investment Board Briefing

Fred Duball & Joe Fay, Program Directors
July 20, 2006

Virginia Information Technologies Agency

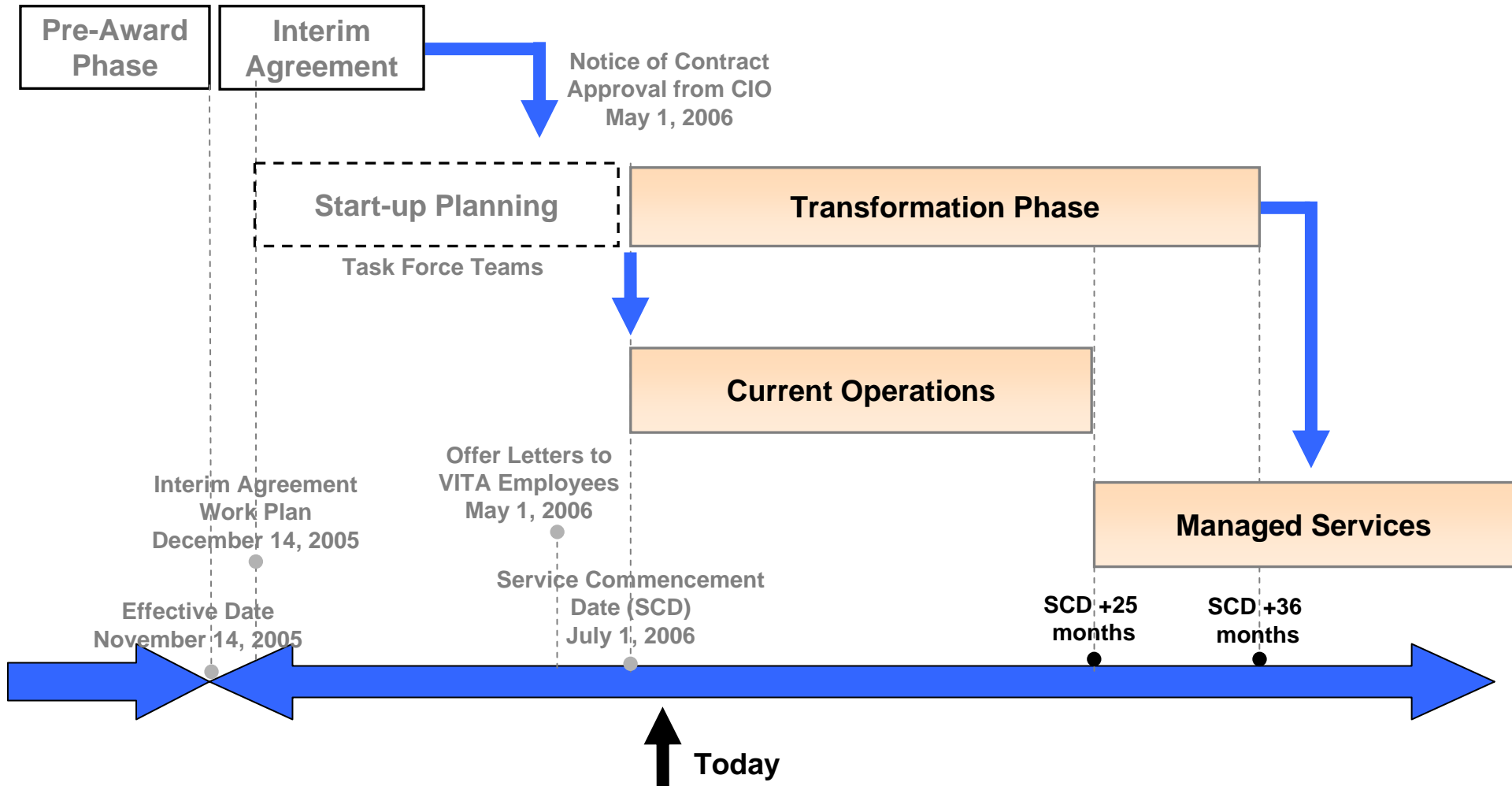


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Executive Summary

- **Significant achievements and accomplishments since November 14, 2005**
 - **Successful Service Commencement (SCD) July 1, 2006**
 - Continuity of infrastructure services maintained as responsibility transitioned from VITA to Northrop Grumman
 - Staffing, preparations and process changes related to finance, contracts, transition and transformation planning and execution
 - **Highly successful Employee Transition - unparalleled outreach, information and communications resulted in 552 acceptances (65%)**
 - **Groundbreaking for the Commonwealth Enterprise Solutions Center (CESC) May 23**
- **A number of Interim Phase and Start-up items continue**
 - Employee acceptance and transition will continue through September 2006
 - Infrastructure-related contracts and financial processes and reporting go into production
- **Program interactions and governance have evolved from Interim and Start-up to**
 - Customer Interaction
 - Current Operations
 - Transformation
- **Program-wide IV&V began June 19 with CACI**

Implementation Timeline



SCD Readiness & Closeout of Interim and Start-Up Phases



State bird.

State flower.

State IT partner.

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Service Commencement Readiness (SCD)

- **Readiness Reviews provided clear focus to and through SCD**
 - Established comprehensive criteria to demonstrate readiness
 - Forum for status and progress on preparations through formal, weekly criteria reviews
 - Received formal approval during June 9 review from ITIB and Executive Management (Hugh Taylor, Lem Stewart and Len Pomata) for Northrop Grumman to assume responsibility for infrastructure operations on SCD
- **Stood up temporary SCD Command Center June 27 – July 14 to handle SCD related issues**
 - Resolved 22 issues
 - Has evolved to an infrastructure operations internal governance mechanism
- **SCD Readiness “punch list” of 44 action items tracked from June 9**
 - 36 closed
 - 2 deemed non-critical for SCD but are being worked to closure
 - 6 moved to Program Action Register

Post-SCD Punch List Status

Item	Area	Date	Action	Status
21	Jim Wilson - NG Finance	6/16/2006 7/21/06	Provide pro forma invoice to VITA	Template framework completed - Test Invoice with data to be completed mid-July
31	Cynthia Cordova-Edwards - VITA Commercial Mgmt	6/15/2006 7/21/06	Complete financial application changes in support of post-SCD processing	1 of the 3 system changes that are necessary for SCD completed by 6/30. Changes to remaining 2 will take place Post SCD

Readiness Criteria Status at SCD

- Criteria defined in advance
- Cross-functional approach, included financial & procurement requirements and interfaces with NG systems
- Nine detailed reviews conducted from April to June
- Included NG & VITA executives, functional & technical experts
- Organization structured to maintain service delivery continuity

Area	Criteria	7/1
Human Resources	Hold regional employee briefings	
	Conduct 1-on-1 benefit sessions	
	Deliver offer letters and benefit packets	
	Prepare to on-board employees	
	Prepare to off-board employees	
	Develop and deliver manager and employee toolkits	
Service Delivery	Understand the existing organization	
	Know the agencies and their mission/needs	
	Understand how the existing organization supports its customers	
	Determine/implement organizational changes	
	Fold the VITA organization/processes into NG	
	Establish Metrics for Performance Measurement	
Finance	Evaluate/Disposition Current Projects	
	Finalize and Verify NG Financial Processes	
Procurement	Finalize and Verify VITA Financial Processes	
	Establish P2P and RFS Processes	
Communications	Establish/Transfer In-scope Sub-Contract Agreements	
	Build Customer Awareness for Service Commencement Impacts	

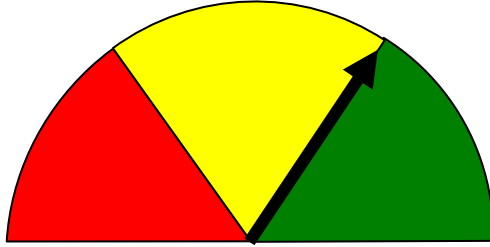
Employee Acceptance and Transition (as of 7/7)

Offer Type	Total		Acceptances		Declines		No Response		Termed	
	Total	%	Count	%	Count	%	Count	%	Count	%
Full Time	811	95.6	530	65.4	126	15.5	133	16.4	22	2.7
Part Time	1	0.1	1	100	0	0.0	0	0.0	0	0.0
Casual	36	4.2	21	58.3	0	0.0	11	30.6	4	11.1
Total	848	100	552	65.1	126	14.9	144	17.0	26	3.1

- 13 regional meetings attended by 93% of in-scope employees during March and April
- 850 offer letters sent May 1 to in-scope VITA employees
- Offered 600 appointments and completed 232 one-on-one benefits sessions for 27% of employees in May and June
- In June launched transition toolkits for managers and employees to navigate matrix management model
- Successfully transitioned 552 employees to Northrop Grumman July 1
- Focus continues on future waves of acceptances through September 12 and orientation events in September and October

Program Vital Few Dashboard

Week Ending 6/30/06 - Closeout

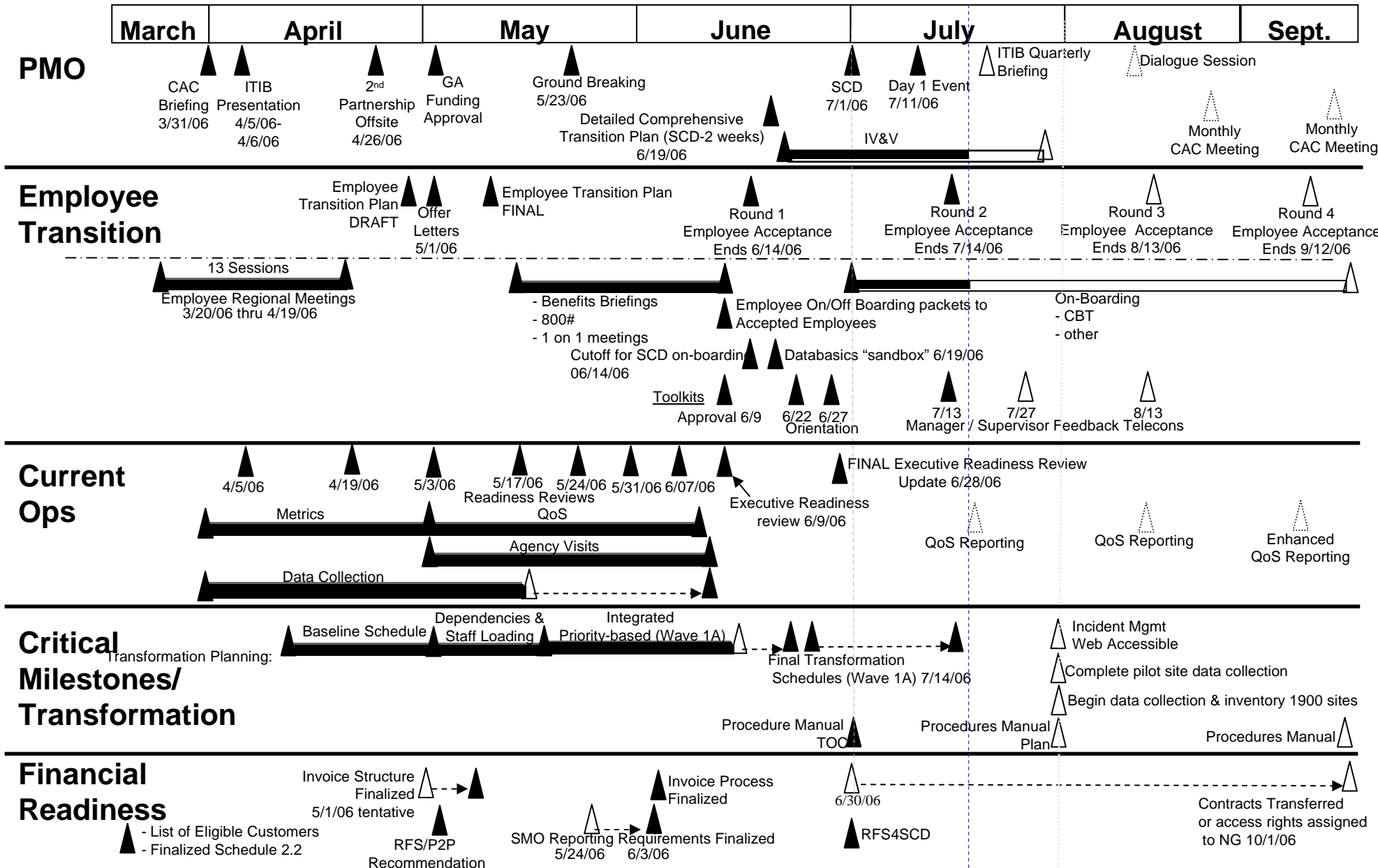


Employee Transition	Executing to plan. Wave 1 onboarding complete.
Current Operations	SCD-CC Operational. Final planning completed for SCD. Tracking SCD Punch List.
Critical Milestones Transformation	3 projects in execution – working to finalize Initiation Phase artifacts
Financial Readiness	Ongoing Contract Negotiations and Transition

Risk Description	Potential Impact Description	Risk Mitigation Activities
MOU II and Federal Funding approval	Partnership Budget	FMS pursuing Federal approval; Proceeding as if approval received

Issue Description	Actual Impact Description	Resolution Activities
VITA financial systems modifications	Limited VITA financial reporting	Aggressively tackling VITA system changes
On-Going Contract Negotiations and Transition	Assumed and Shared/Retained contracts need to be properly handled to support partnership objectives	VITA obtained access rights for July 1; NG focused on HW and Support. Both addressed Key Suppliers. Develop process and plan for executing contract disposition.

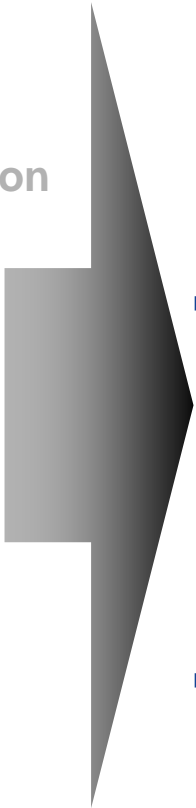
Vital Few Milestones



Comprehensive Infrastructure Agreement (CIA) Update

- **Total of 21 modifications agreed to in principle during Interim Phase**
- **11 modifications executed by 7/1/06**
 - Carry-over leave for employees, commencement of lease payments, payment of transition phase invoice
- **6 modifications drafted and under review by VITA and NG**
 - State vehicle use, time frame for completion of RPB relocation efforts, employee qualification and verification, managed employee reimbursement, overall fee limitation and annual partnership budget
- **4 modifications in progress**
 - Assumed/shared contracts, leaseback option for NG, allowance for facility, removal of in-scope employees from baselines
- **VITA and NG to review and discuss the following additional items**
 - Milestone dates and payments based on revised revenue projections
 - Prepayments, depreciation, eVA fees, Voice over IP (VoIP)

Evolving from Start-up and Interim to Current Operations and Transformation

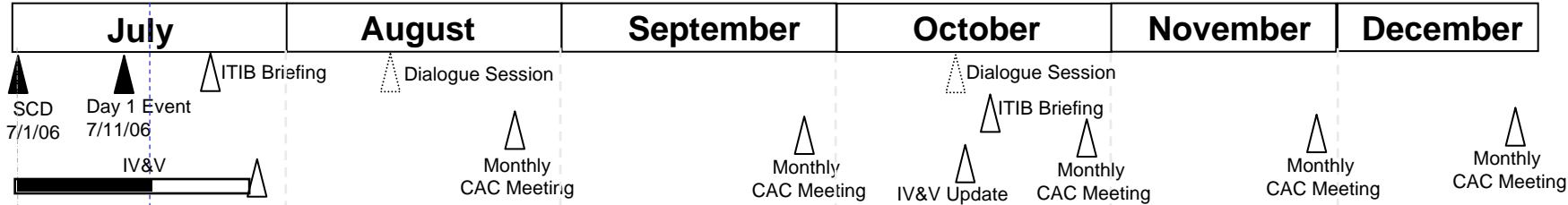
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- **Vital Few**
 - Employee Transition
 - Current Operations
 - Critical Milestones/ Transformation
 - Financial Readiness
 - **Joint Task Forces**
 - SDM
 - Commercial Management
 - FMS-2B
 - Comms
 - Change
 - HR
 - **Transition Closeout**
 - SCD Command Center & Punch List
 - Vital Few closure
 - Finance, Contracts, CIA
 - **Current Operations**
 - End-User Services (EUS)
 - Data Center Services (DCS)
 - Network Services (NWS)
 - Security Services (SS)
 - **Transformation**
 - EUS, DCS, NWS, SS

Elevating Overall IT Infrastructure Program View

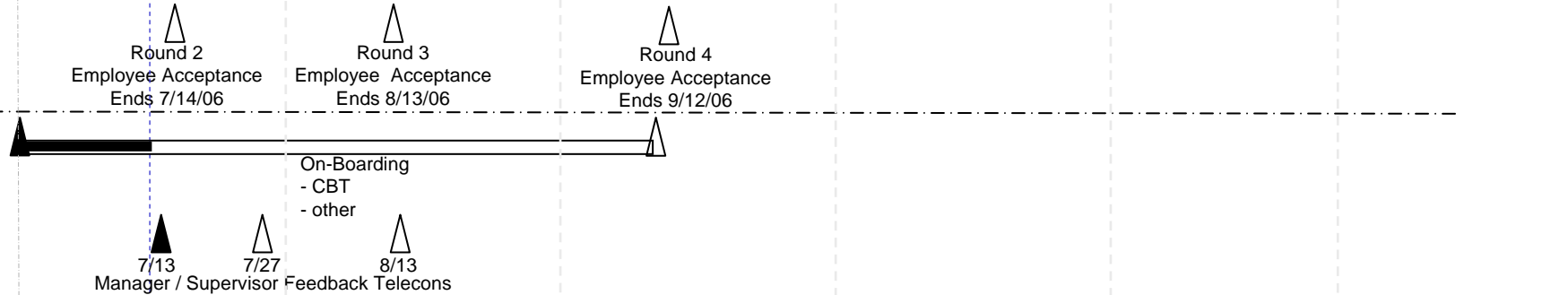
- An end-to-end perspective of ITP's status and progress
 - Benefits Realization
Value to various stakeholders, economic development, higher education partnerships and community outreach, etc.
 - Stakeholder Relationship Management
Customer satisfaction and transformation readiness, effective internal and external communications, employee transition and development, supplier relationships, etc.
 - Governance
Program & project management and controls, integration and interdependencies, budget and fiscal health, CIA management, IV&V, etc.

ITP Near-Term Calendar

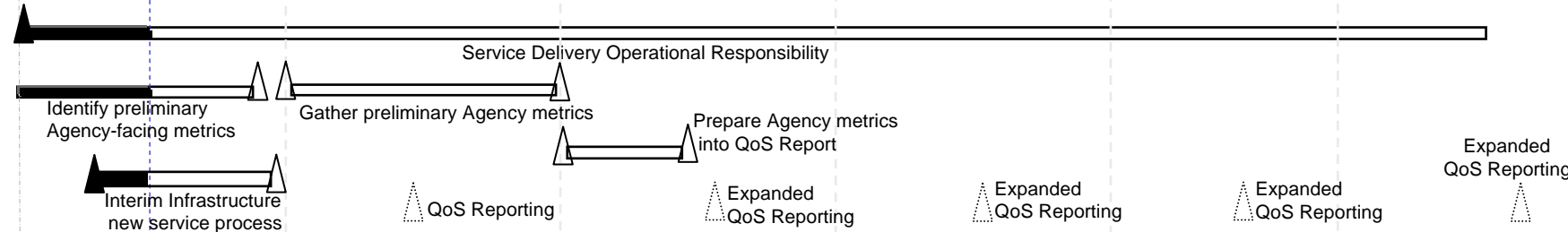
PMO



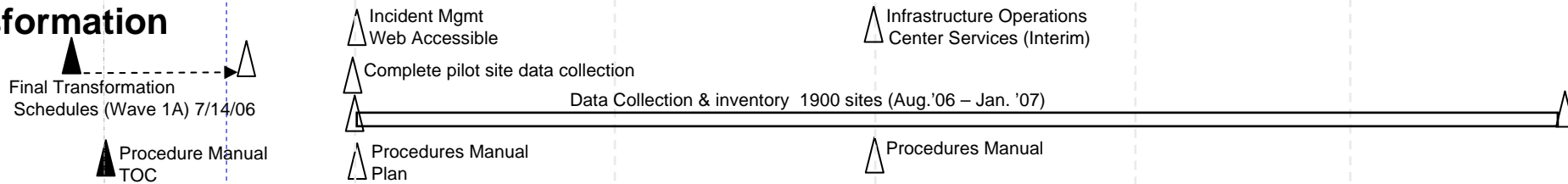
Employee Transition



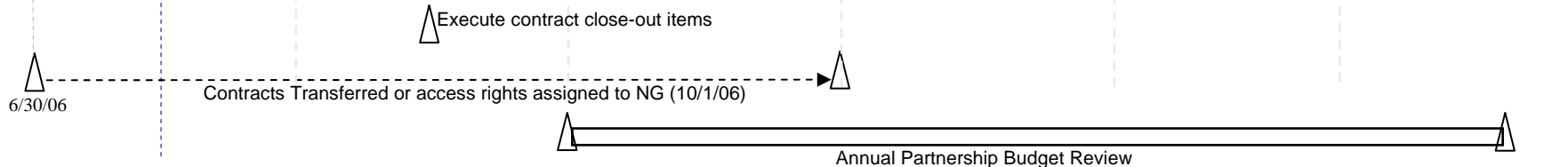
Current Ops



Transformation



Financial Mgmt



Customer Interactions



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DEFINING THE FUTURE™

Customer Input Is Vital to ITP Success

- **Mature transformation plans and seek customer agreement on transformation scheduling**
- **Host Customer Advisory Council meetings**
 - 10 AITRs representing Secretariats and small, medium and large agencies
 - Established forum for open dialogue and active participation – 5 sessions to date
 - Facilitated endorsement on transformation scheduling approach
 - Obtained positive feedback on future security solution
 - Influenced revision to interim procure to pay process
 - Improved understanding on MOU2 approach and future direction
- **Continue agency leadership meetings**
- **Incorporate customer feedback and input to improve Transformation and Current Operations**

Transformation for Customers

Pilot and Preliminary Wave 1

- **Agency IT leadership meetings conducted**
 - Transformation presentation
 - Agency transformation order criteria and survey
- **Pilot Agencies identified**
 - Department of Veterans Services
 - Virginia Museum of Natural History
 - Department of Minority Business Enterprise
 - Department of Criminal Justice Services
- **Preliminary Transformation Wave 1**
 - Department of Corrections
 - Virginia Museum of Fine Arts

Current Operations



The IT future just got a little brighter in Virginia.
Here's to our new partnership.



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Infrastructure Service Areas Defined

End User Services (EUS)

Desktops: 68,457
Help Desks: 42
Messaging Systems: 48

Data Center Services (DCS)

Mainframes: 5
Servers: 3,287
Facilities

Network Services (NWS)

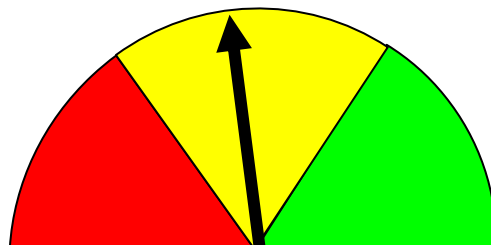
Circuits: 2876
Voice Networks/Circuits: 70,000
Video Bridges: 10

Security Services (SS)

VITA Central and Agency-based

To be validated during Data Collection exercises

Current Operations Dashboard



Quality of Service (QoS) Report (June)

EUS	<div><div></div></div> 3% Desktop
	<div><div></div></div> 18% Messaging
	<div><div></div></div> 36% Help Desk
DCS	<div><div></div></div> Mainframe 100%
	<div><div></div></div> 6% Servers
NWS	<div><div></div></div> Communication – Data 90%
	<div><div></div></div> 0% Communication - Voice
Security	<div><div></div></div> 60% Security

Note: Baselined percentages represent environment measured

Risk/Issue/Incident	Impact	Resolution Activities
Issue: Unable to measure enterprise service levels against MOUs	Measure and monitor service delivery	Evaluate reasonable means to measure
Issue: Lack of request for service process	Delay in service requests and counter productive effort	Create and implement streamlined RFS process
Incident: Statewide outage at VDOT on 7/6/09	Workers could not access the network	Completed root cause analysis and implementing corrective action

Quality of Service (QoS) Summary

	Metrics Definition	Goal	Performance		
			Apr-06	May-06	Jun-06
EUS	Average Speed to Answer	< 30 sec	26	27	32
	Call Abandon Rate	< 5%	5.63%	9.16%	5.41%
	Email Response	< 60 mins	15	14	15
	Voicemail Response	< 30 mins	14	14	15
	First Call Resolution	> 70%	18%	23%	21%
	VITA Messaging System Availability	> 99.0%	100%	100%	99.97%
	Shared Messaging System Availability	> 99.0%	100%	99.99%	99.8%
DCS	IBM Mainframe Availability	> 99.9%	100%	99.98%	99.95%
	Unisys Mainframe Availability	> 99.9%	100%	100%	100%
	UNIX Server Availability	> 99%	99.6%	99.95%	99.87%
	Windows Server Availability	> 99%	99.6%	99.93%	99.98%
NWS	Circuits Availability*	> 99.98%	99.3%	99.3%	n/a

* Measurement methodology being revised

Path to Automated SLA Reporting

Service Area	Interim Reporting Objectives	Service Levels (SLA)
End User Services (EUS)		
Help Desk Services	Jun-07	Jul-08
Messaging Services	Oct-07	Jun-09
Desktop Computing	Jun-07	Apr-09
Data Center Services (DCS)		
Mainframe & Server Services	Jun-07	Jun-09
Network Services (NWS)		
Data Network Services	May-07	Dec-08
Voice & Video Telecom	May-07	Jul-08
Security Services (SS)		
Security Services	May-07	Jun-09

Dates may be adjusted based on Annual Partnership Budgeting

Transformation



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Transformation Projects

End User Services (EUS)

Help Desk

Enterprise Help Desk in Lebanon and Meadowville
Field Based agents and technicians for Level 3
Enterprise Help Desk System (Peregrine)

Desktop

Mass Desktop Refresh Projects
Network Printer Consolidation and Refresh
Enterprise Desktop Management Systems

Messaging Services

Enterprise Exchange/Outlook Email
Enterprise Collaboration tools
Active Directory, DNS, DHCP

Data Center Services (DCS)

Mainframe and Servers

New IBM and Unisys Mainframes in new Data Center
Consolidation and refresh of servers
Migration of servers to the data center

Facilities

New Data Center/Office Building in Meadowville
New Disaster Recovery Center and Help Desk
in Lebanon/Russell County

Network Services (NWS)

Network

New Commonwealth wide MPLS Core WAN
LAN upgrades to local switches/routers as needed
Network Re-addressing of IP

Voice / Video

Voice over IP
Network optimized for voice and video traffic

Security Services (SS)

Security



























Enterprise Security Operations Center
Computer Security Incident Response Center
Secure Internet Gateway

Transformation Launch Phase

- **Data collection**
 - Pilot data collection and inventory at 3 sites: July 2006
 - Incorporate lessons learned and process adjustments
 - Full data collection and inventory ~1,900 sites: Aug 2006 to Jan 2007

- **Desktop & help desk transformation**
 - Pilot agencies: Dec 2006 to Feb 2007
 - Review pilot results, include customer feedback and make modifications to transformation processes
 - Begin help desk deployment and refresh of 8,000 PCs per quarter March 2007 to April 2009

- **Network deployment will follow**
 - MPLS core complete Sept 2007

		2006						2007												2008												to 2011					
		months	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	
Domains		Transformation Phase (36 Months to June 2009)																																			
EUS	General		Service Commencement Date 7/1/06  Procedures Manual SCD+3 (8/1/06) ITIL Process Optimization Complete SCD+23 (6/1/08)  DR Test at SWESC SCD+22 (5/1/08) 																																		
	Help Desk		Incident Mgmt. Web Accessible SCD+1 (8/1/06) Production Incident Mgmt System / SPOC Help Desk (SWESC) SCD+24 (7/1/08) 																																		
	Desktop		Begin Desktop Refresh SCD+8 (3/1/07) 																	Complete Desktop Refresh SCD+32 (3/1/09) 																	
	Messaging		Single Statewide Address List SCD+9 (4/1/07) 																	 DNS / WINS Infrastructure SCD+13 (8/1/07) Enterprise messaging 90% complete SCD+ 35 (6/1/09) 																	
DCS	Facilities		CESC Ready for Occupancy SCD+12 (7/1/07)  SWESC Ready For Occupancy SCD+16 (11/1/07)   RPB Migration Complete SCD+19 (2/1/08)																																		
	Mainframe / Server		Mainframe / server workload migration from RPB to CESC SCD+18 (1/1/08)  Server Consolidation 90% Complete SCD+35 (6/1/09) 																																		
NWS	Data Network		 Temp. NOC SCD+4 (11/1/06) MPLS Core Complete SCD+14 (9/1/07)   Enterprise NOC SCD+16 (11/1/07) Complete Agency LAN migration (90%) SCD+30 (1/1/09) 																																		
	Voice		VoIP Architecture Design And Recommendations SCD+9 (4/1/07)  VoIP Completion (90%) SCD+63 10/01/11 																																		
SS	Security		 Interim Security Incident tracking and Mgmt System SCD+3 (10/1/06) Enterprise Vulnerability Assessment Program Operational SCD+20 (3/1/08)  CSIRC Complete SCD+20 (3/1/08)   ESOC Complete SCD+23 (6/1/08)																																		

SCD

+6

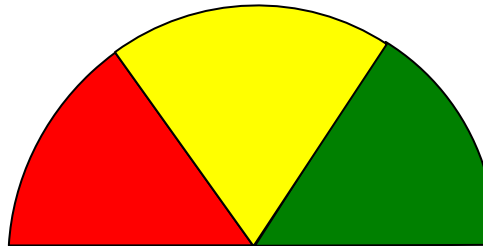
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+18

+24

+30

Transformation Dashboard



EUS	Help Desk	Help Desk Peregrine web accessible on schedule for 8/1/06.	Risk / Issue Description	Impact Description	Resolution Activities
	Desktop	Planning being finalized.	Issue: Budget reduction will impact overall rollout schedule.	Specific impact unknown until all planning is completed	Complete budget review process. Re-solution transformation / rollout.
	Messaging				
DCS	Facilities	CESC facility on schedule for 7/1/07 CO.	Risk: Agencies to be identified for the full transformation rollout plans.	Transformation and agency planning will delay meeting the scheduled rollout.	Develop a rolling 6 month look ahead schedule of agencies for deployment.
	Mainframe/Server	Planning being finalized.			
	Cross Function	Procedures manual on schedule for 10/1/06.			
NWS	Data Network	Planning being finalized.	Risk: Network planning behind schedule	Delay in transformation rollout schedule	Leverage additional resources
	Voice Network				
SS	Security	Interim Security Incident tracking and Management system on schedule for 10/1/06.			

Commonwealth Enterprise Solutions Center - CESC

- Being built by NGC for VITA
- Primary Data Center
- CMOC facility for
 - network operations
 - call center
 - security operations
- Groundbreaking Event with Jim O'Neill & Governor Kaine May 23
- Lease with developer (COPT) executed
- Site grading is complete
- Site preparation complete – footings and foundations underway
- The electrical and mechanical designs are out for bid; subcontractor selection will be complete by July 21
- Expect Chesterfield County to issue the building permit by July 21
- Facility construction on schedule for July 1, 2007 occupancy



Southwest Enterprise Solutions Center - SWESC

- Primary VITA Help Desk
- Primary Northrop Grumman Help Desk
- Southwest Training Center
- Video Teleconferencing Center
- Disaster Recovery Data Center
- Backup CMOC facility for
 - data center operations
 - network operations
 - security operations
 - physical security monitoring
- Final detailed building documents complete October 2006
- Leveraging same builder, architect, developer and consultant
- Groundbreaking Event October 2006
- Building on schedule for October 2007 Occupancy



Independent Verification & Validation



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Independent Verification and Validation (IV&V)

- Initial IV&V review of IT Infrastructure Partnership (ITP) program management practices began June 19 to be completed end of July
- Initial emphasis placed on development of an IV&V review framework compatible with the existing VITA PMD IV&V Program and suitable for use in future assessments
- Similar to the VITA PMD IV&V Program, the program management components of the ITP IV&V Framework are based upon the “best practices”
 - *PMBOK, 3rd Edition* as elevated to the program management level by PMI
 - *Organizational Project Management Maturity Model (OPM3)*
 - *Program Management Standard*

Independent Verification and Validation (IV&V)

- The operational (IT service management) components of the ITP IV&V Framework will be based upon ITIL
- The ITP IV&V Framework specifies the assessment of 39 Review Areas within 9 Practice Areas. The ITP IV&V Framework also specifies the accomplishment of 111 verification-level IV&V Tasks
- Personnel interviews began the last week of June and will continue through the end of this week
- Documentation reviews are ongoing
- The draft ITP IV&V Review Report is due 28 July
- Three quarterly ITP IV&V Reviews are scheduled to coincide with the next three ITIB meetings



Comprehensive Infrastructure Agreement

Assurance Services

Virginia Information Technologies Agency



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Five Types of Assurance Services

1. **SAS 70 Type II Audit**
2. **Security Audits**
3. **Financial Audit**
4. **Operating Audit**
5. **Right to Audit**

SAS 70 Type II Audit (Service Provider)

- **Scope:** Testing of controls of service delivery that may be relevant to a COV's internal control structure as it relates to an audit of financial statements.
- **Frequency:** Annual
- **Timing:** July – June (COV FY) – Report due two months after audit but not later than by Nov 1.
- **Performed by:** Third Party – Deloitte & Touche
- **Description:** Known as “Service Provider Audit”
AICPA Statement on Audit Standards No. 70

SAS 70 Type II Scoping Approach – Deloitte & Touche

A key objective of the planning process is to evaluate the control environment in a manner such that unusual or unexpected risks of potential material misstatements would be identified during the SAS 70 examination. To this end, the scoping process will consider the following:

- **Financial materiality**
- **Areas of financial risk (including non-material systems)**
- **Interconnections between material and non-material systems**
- **Risk factors repeated over time (minor risks not addressed year to year may indicate a higher level of risk)**
- **Risk factors communicated by VITA or APA (user groups)**
- **Other Risk Factors such as:**
 - **Regulatory requirements**
 - **Potential sources of negative publicity**
- **Randomness (some non-material systems may be selected at random)**
- **Contractual requirements**

SAS 70 Type II Scoping Approach – Deloitte & Touche

The planning process will utilize several inputs in order to make determinations regarding the scope of processes and controls to be considered. The following list reflects several of the inputs that Deloitte & Touche expects to include:

- **Interviews with VITA/NGIT personnel**
- **Analysis of Security Survey Completed by VITA**
- **Interviews of key Agency personnel (AITR, ISO and Internal Audit) coordinated through VITA Customer Relationship Management (CRM)**
- **Examination of VITA and Agency documentation**
- **Feedback from the APA concerning applicability to financial audits**
- **Past audits**
- **Regulatory requirements**

Security Audits

- **Scope: Every infrastructure location**
- **Frequency: Relative to Risk, Annual Plan – report within two weeks of review.**
- **Timing: Annual plan – multiple reviews**
- **Performed by: Third Party – Deloitte & Touche**

Financial Audit

- **Scope: Payment and Invoicing**
- **Frequency: Annual**
- **Timing: July – June (COV FY) – Report due two months after audit but not later than by Nov 1.**
- **Performed by: Third Party – Deloitte & Touche**

Operational Audit

- **Scope: Determined Annually**
- **Frequency: Annual**
- **Timing: July – June (COV FY) – Report due two months after audit but not later than by Nov 1.**
- **Performed by: Third Party – Deloitte & Touche**

Right to Audit

- **Scope: As needed**
- **Frequency: As needed**
- **Timing: As needed**
- **Performed by: APA, JLARC, DOA or VITA Internal Audit**

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QUESTIONS

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